



**Bridge Capacity Development Program
for
Permanent Interstate Committee for Drought
Control in the Sahel (CILSS)**

**Under Global Hunger and Food Security Initiative
For USAID/West Africa**

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Bridge Capacity Development Program
Permanent Interstate Committee for Drought Control in the Sahel (CILSS)

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Introduction

In order to better understand capacity development needs among public and private regional organizations in West Africa, USAID supported an Africa Lead team to conduct institutional assessments and evaluations of key regional organizations supported by the Mission. As follow-on work to the institutional assessment and evaluation of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) conducted by an Africa Lead team of consultants, this document presents a capacity development plan for CILSS. Under the FTF program, USAID/WA is receiving substantially increased resources for food security programming and aims to enhance the capacity of its long time development partners in the Sahel. This program aims to contribute to the realization of the main objectives of the Comprehensive African Agriculture Development Program (CAADP) under the African Union/New Partnership for Africa's Development.

As a next step in the institutional assessment and evaluation process, the team of consultants facilitated a workshop at CILSS Executive Secretariat in Ouagadougou to review and validate report findings and recommendations. A major output of this workshop is the development of a capacity development proposal that comprehensively outlines action plans and budgets for developing capacity and more specifically addressing the report findings.

Relevance

In FY 2011 the Department of State and USAID selected strategic goals and High Priority Performance Goals that are of strategic and budgetary focus. As the third of six strategic goals, 'Promoting Economic Growth and Prosperity' focuses on 2 major areas, climate change and food security. In West Africa where food security and capacity shortages occur within the region, USAID and its implementation partners require innovative and sustainable approaches to implement food security plans. Healthy and robust African regional institutions and civil society are critical to the success of the ECOWAS/CAADP Regional Partnership for Implementation of ECOWAP.

The strategic objective of the USAID/West Africa Agricultural Program is increased food security in West Africa, which is further supported by three intermediate results. Intermediate Result (IR)3.0 *Increased Capacity of Regional Agricultural Sector Actors* serves as a support to IR 1.0 *Improved Agricultural Sustainable Productivity* and IR 2.0 *Increased Regional Trade in Key Agricultural Commodities*. IR 3.0 helps to address critical institutional capacity issues, which prevents partners from adequately addressing food security in the region. This is part of the Mission's commitment to promote African leadership as well as ensure greater sustainability by strengthening African organizations.

Activities described within this Bridge Capacity Development Program align with expected results from IR 3.0 to improve the capacity of regional institutions (e.g., CILSS, ECOWAS, and CORAF). Tasks within this program also directly contribute to Mission performance indicators linked to IR3.0, namely:

- Number of institutions with improved capabilities in areas critical to CAADP's success
- Number of institutions that report increased engagement in CAADP
- Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance
- Number of institutions/organizations making significant improvement based on recommendations made via USG supported assessment
- Number of individuals who have received USG supported short term agricultural enabling environment training
- Number of agriculture-related firms benefitting directly from interventions as a result of USG assistance
- Number of individuals who have received USG supported short-term agriculture sector productivity training
- Number of womens' organization/associations assisted as a result of USG interventions
- Number of people trained in monitoring and evaluation with USG assistance
- Number of people trained in research with USG assistance
- Number of people trained in strategic information management with USG assistance
- Number of regional and national government actors trained on climate smart agriculture

The Role of Africa LEAD

Activities promoting capacity development are currently implemented by Sustainable Development Office of the Africa Bureau through a large-scale project called the Africa Leadership Training and Capacity Building Program (AFRICA LEAD). The main purpose of this two-year program is to support the capacity development process of the Comprehensive Africa Agriculture Development Program (CAADP), an Africa-wide effort to instill greater realism, improve prioritization, and build coalitions to improve human resources and reach the goal of annual increases of 6% in agriculture GDP throughout Africa.

The AFRICA LEAD program provides the following four tasks to help Africa scale up food security:

Task 1: Champions for Change Leadership Training Modules 1 & 2

Task 2: Logistical and Financial Support to Support Capacity Development

- a. Africa Lead Agribusiness Leadership
- b. World Food Program Partnership
- c. IFPRI Partnership for Strengthening Agriculture Policy Formulation and Analysis.
- d. NSA "CAADP Dialogue Platforms" Partnership:
- e. Agricultural-Research/Short Courses
- f. Other Regional Training Courses/Workshops

Task 3: Institutional Assessments

Task 4: Develop a Database of Institutions and Training Courses

Linking Institutional Assessment Recommendations

Activities suggested within this Bridge Capacity Development Program also address recommendations from the institutional assessment carried out in March 2011 (that were later prioritized in November 2011). Table 1.0 below identifies recommendations areas that are addressed in the Bridge Capacity Development Program.

Table 1.0: Institutional Assessment Recommendation Areas Addressed in the Bridge Capacity Development Program

	Recommendation Areas	Addressed within the Bridge Capacity Development Program
1	Communications/Knowledge Management	YES
2	Human Resources Management	YES
3	Fund Mobilization	YES
4	Coordination between CILSS Agencies: resolving governance and decentralization issues	NO
5	Monitoring And Evaluation	YES
6	Partnerships Relations	NO
7	Strategic Planning And Program Coordination	NO

Overall, the Bridge Capacity Development Program can be seen as a combination of follow-up activities that respond to recommendations from the assessment while contributing to the performance indicators, intermediate results, and strategic objective of the USAID/WA Agriculture Program Office.

Bridge Capacity Development Program

Given CILSS' various operational, managerial, and technological needs, we recommend a series of interventions across one-year from March 2012 to March 2013. The implementation of these activities will result in visible and sustainable changes in capacity within CILSS. Elements of the program directly tie to AFRICA LEAD tasks and sub-tasks that are currently supporting the capacity development process of CAADP.

The Bridge Capacity Development Program is comprised of five action areas stemming from the three original tasks of AFRICA LEAD as outlined in Table 2.0 below. The Program Details section and appendices offer specific activity and costing information.

Table 2.0 Crosswalk of AFRICA LEAD Tasks to the Bridge Capacity Development Program

	AFRICA LEAD Tasks	Bridge Capacity Development Action Areas
1)	Task 1: Champions for Change Leadership Training (Modules 1 & 2)	<ul style="list-style-type: none"> Module 2 identified for select regional partners (e.g., course topics include the Rapid Results Implementation approach, project management, project design, or monitoring & evaluation)v
2)	Task 2: Logistical and Financial Support to Support Capacity Development e) Agricultural-Research/Short Courses	<ul style="list-style-type: none"> Short courses in various prioritized technical and management areas
	Task 2: Logistical and Financial Support to Support Capacity Development f) Other Regional Training Courses/Workshops	<ul style="list-style-type: none"> On-site workshops in various prioritized technical and management areas A revolving internship program that assists regional organizations in various management areas (i.e. M&E, project mgmt., knowledge mgmt., communications, human resources mgmt., etc.)

Diagram 1.0 Illustrative Concept of the Bridge Capacity Development Program



Goals and Objectives

The Bridge Capacity Development Program is an organized set of activities representing the management and technical needs of CILSS. The main goal of the program is to implement capacity development measures that will have a sustainable impact on the operational efficiency of CILSS.

Several objectives will help to contribute to this goal, namely to:

- Address recommendations outlined within the institutional assessment and evaluation carried out in May 2011
- Propose systematic changes within CILSS management and administration
- Secure buy-in from CILSS leadership so that organizational improvements are well supported

Available Budget

The global budget for this program is (\$1,885,566) which represents monies pooled from tasks 1, 2, and 3 of AFRICA LEAD. A Regional Management Fee of will be used to coordinate the implementation of the program.

Table 3.0 – Global Budget for CILSS/CORAF/and ECOWAS

N o.	Global Budget for CILSS/CORAF/and ECOWAS	Total Allotment
1	Africa LEAD - Task 1: Champions for Change Leadership Training Modules 1* & 2 * Module 1 in this budget represents the remaining balance of unused funds, however only Module 2 would be carried out in the Capacity Development Program	
2	Africa LEAD - Task 2: Logistical and Financial Support to Support Capacity Development	
3	Africa LEAD - Task 3: Institutional Assessments	
4	Regional Management of the Bridge Capacity Development Program	
	subtotal	
	<i>Individual Cost Share</i>	
s5	CILSS Cost Share	
6	CORAF Cost Share	
7	ECOWAS Cost Share	

	GRAND TOTAL	\$1,885,566
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The global budget was divided across three institutions (CILSS/CORAF/ECOWAS) at 40%, 40%, and 20% respectively. The 40% CILSS allotment is (\$664,226). Adding the organization specific cost-share of \$125,000 to the 40% CILSS allotment leads to a total CILSS budget of \$789,226.

Table 4.0 – Budgets with Cost-share

No.	Name of Organization	% of Allotment	Total stratified amount + cost-share
1	CILSS	40%	
2	CORAF	40%	
3	ECOWAS	20%	
	TOTAL		

The budget breakdown for CILSS is as follows:

Table 5.0 –Budget Breakdown for CILSS

CILSS Budget				
No.		USAID/WA Contribution	CILSS Contribution	Total
Task 1	Champions for Change Leadership Training			
Task 2e	Agricultural-Research/Short Courses			
Task 2f	Other Regional Training Courses/Workshops <ul style="list-style-type: none"> • On-site workshops • A revolving internship program 			
	Regional Management of the Bridge Program			

Table 6.0 below shows a simplified timeline of activities at a high level across 2012 and 2013. Task 1 would launch in April 2012. Task 2e would begin as early as March 2012. While Task 2f involves

two major activities, on-site workshops and a revolving internship program, occurring from March 2012 to June 2013.

Table 6.0 – Simplified Timeline of Activities

		2012												2013											
	Program Elements	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Task 1	Champions for Change Leadership Training																								
Task 2e	Agricultural-Research/Short Courses																								
Task 2f	Other Regional Training Courses/Workshops • On-site workshops • A revolving internship program																								

* Note= Other Regional Training Courses/Workshop activities occurring after the end of the project will be managed and supported by regional institutions and not USAID

Program Details

Task 1: Champions for Change Leadership Training → Module 2 identified for select regional partners

Africa LEAD is providing a series of 5-day leadership, strategic focus, and management workshops to senior level African professionals working in the agricultural industry across West Africa. AFRICA LEAD designs and delivers this curriculum to participants selected by USAID missions in conjunction with Country/Region CAADP teams and other agriculture/food security stakeholders. \$22,309 has been earmarked for the delivery of Module 2 to selected staff from CILLS. Module 2 course topics include the Rapid Results Implementation approach, project management, project design, and/or monitoring & evaluation.

Task 2: Logistical and Financial Support to
Support Capacity Development

→ Short courses in various prioritized
technical and management areas

2e: Agricultural-Research/Short Courses

Synthesizing the short course training needs from CILSS Executive Secretariat, CILSS INSAH, CILSS AGRHYMET, respondents from the anonymous web-based survey and key informant interviews, we collated desired training topics in Table 7.0 below. Management, as a business science, was of highest interest to CILSS staff, followed by Technology & Software, and M&E. Additionally, staff exhibited interest in Communications, Resource Mobilization, Foreign Languages, and technical knowledge related to Agriculture/Food Security/Climate Change.

Taking these training requests into consideration, we have prioritized and recommended short courses that meet current professional development needs. It is anticipated that short courses could be onsite and offsite held within country and regionally at the three CILSS agencies and across West Africa.

Table 7.0–Synthesis of Desired Training Topics versus ‘Recommended and Actual Short Courses’

	Desired Topics	Desired Sub-Topics	‘Recommended and Actual Short Courses’
1	Management	Project Management	
		Results Based Management	SELECTED
		Strategic Planning	
		Advanced Leadership	SELECTED
		Group Dynamics and Teamwork	
		Time Management	
2	Technology & Software	Population Analysis Software (SPSS, STATA, SAS, EPP)	SELECTED
		Geographic Information Systems	
		CILSS Website and Database Functionality	SELECTED
		Agro economic Analysis Software	
		Modeling Climate Change, Agriculture, and the Environment	
		Knowledge Management	SELECTED
		Web-based Information Management	
		Nutrition Analysis Software (NutriSurvey, SPECTRUM, RAPID, ETP)	
3	Monitoring & Evaluation	Developing M&E Systems	SELECTED
		Evaluating Projects, Programs, and Policies	SELECTED
		Environmental and Social Impact Studies	
4	Communication	Communication Techniques for the General Public	SELECTED
		Marketing	

		Public Relations	
		Advocacy	
5	Resource Mobilization	Identification of Opportunities	
		Networking and Social Marketing	
		Report Writing and Technical Editing	SELECTED
		Proposal and Grant Writing	SELECTED
		Budgeting	SELECTED
6	Technical/Sectoral Knowledge	Food Security	
		Integrated Climate Risk	
		Bio-safety and Biotechnology	
		Environmental and Agricultural Policies	
7	Languages	English	
		Portuguese	
8	Human Resources Management	Human Resources Management	SELECTED

After conducting comparative analyses of short training courses offered by Africa LEAD versus independent courses in the region, we recommend a mixture of Africa LEAD short courses and independent short courses outlined in Table 8.0. Taking cost, location, number of participants, dates, and course content into consideration, the available budget is \$360,000

Key to Table 8.0:

On-Site Local: A customized course offered onsite at CILSS whereby 2 Africa LEAD Short Course trainers would travel to meet staff on-site

Off-Site Local: A customized course offered offsite of the CILSS premises but in-country at a nearby hotel. 2 Africa LEAD Trainers would travel to facilitate the course at the pre-arranged hotel location.

Off-Site Local: A customized course offered offsite and out of country, however, in a country in West Africa. 2 Africa LEAD trainers would facilitate the course at the pre-arranged hotel location.

Fixed Course: A fixed course offered by a private institution in Africa, where enrollment is open to the public and course fees are fixed and per person.

The grey shaded boxes in Table 8.0 below illustrate recommended and actual short course offerings:

Table 8.0– ‘Recommended and Actual Short Courses’

Task 2: Logistical and Financial Support to Support Capacity Development	→	○ On-site workshops in various technical & management areas
2f) Other Regional Training Courses/Workshops		○ A revolving internship program

Task 2f consists of two major activities:

- 1) On-site workshops in various prioritized technical and management areas
- 2) A revolving internship program that assists regional organizations in various management areas (i.e. M&E, project mgmt., knowledge mgmt., communications, human resources mgmt., etc.)

On-site Workshops

Much of the constructive feedback in the 2011 CILSS institutional assessment and evaluation centers on operational deficiencies and weaknesses in the management systems. In order to address these issues, we recommend following up short courses with on-site workshops as an applied continuation of short courses. Trainers will work with staff onsite to apply lessons learned from short courses and improve systems. Trainers will conduct workshops in the areas of Communications, Knowledge Management, Human Resources Management, Fund Mobilization, Monitoring & Evaluation, and various technical areas (Food Security, Technical Consultant: Integrated Climate Risk, Bio-safety and Biotechnology, Environmental Policies, and Agricultural Policies).

Trainers will ultimately help CILSS staff to implement and maintain sustainable systems in the workplace. We recommend that CILSS make full use of trainers to carry out assignments and re-organize their portfolios of work. Trainers would be expected to travel to site up to 2 times a year. The available budget for on-site workshops is \$230,500.

Table 9.0 – On-site Workshops

	On-site Workshops	Training Days			
		Executive Secretariat	INSAH	AGRHYM ET	
No.	On-site Workshops				Total Days
1	Media, Communication, and Public Relations Trainer	10	10	10	30
2	Knowledge Management Trainer	20	10	10	40
3	Website Trainer	15	10	10	35
4	Human Resources Trainer	10	10	10	30
5	Resource Mobilization Trainer	20	10	10	40
6	Monitoring & Evaluation Trainer	15	10	10	35
7	Software Specialist 1	15	10	10	35
8	Software Specialist 2	0	0	0	0
9	Software Specialist 3	0	0	0	0
10	Foreign Languages Trainer - 1	0	0	0	0
11	Foreign Languages Trainer - 2	0	0	0	0
12	Foreign Languages Trainer - 3	0	0	0	0
11	Technical Trainer: Food Security	10	0	0	10
12	Technical Trainer: Integrated Climate Risk	10	0	0	10
13	Technical Trainer: Biosafety and Biotechnology	10	0	0	10
14	Technical Trainer: Environmental Policies	10	0	0	10
15	Technical Trainer: Agricultural Policies	10	0	0	10
	TOTAL DAYS				295
	TOTAL COST				
	Airfare General Estimate Top-Up Fee			Grand TOTAL	

A Revolving Internship Program

This innovative 12-month internship program supports six international, 3 of who would be graduates from local, national universities and 3 of who would be graduates from international universities. These interns would work on site at CILSS agencies (2 at the ES agency, 2 at INSAH, and 2 at AGRHYMET) on specific tasks and activities supporting the institutional assessment recommendations. Responding to a need for increased staff capacity at the junior level at CILSS, interns will be recent university graduates with some specialized skills who are seeking practical experience in the international development sector. CILSS staff will take advantage of interns' recent university training and encourage interns to resolve old problems with new and innovative solutions. Conversely, recent graduates would benefit from interacting with CILSS staff in terms of mentorship, apprenticeship, and on-the-job experience. The available budget for the revolving internship is \$103, 590 per year.

Table 10.0-Internship Summary Budget

Revolving Internship Program							
No.	Budget Item	No of Units	Unit	Unit Cost	N o. of Units	Cost	Covered By
	Revolving Internship Program						
A	Internship Orientation Costs						
1	Intensive Language Instruction						AF-LEAD
2	Cultural and Organizational Orientation & Tours		6				AF-LEAD
3	Group Meals for one week (for 6)		6				AF-LEAD
4	Orientation materials (for 6)		6				AF-LEAD
5	Loaner laptops + phones (for 6)		6				CILSS
6	Temporary Lodging for Orientation (for 6)						AF-LEAD
	Sub-Total						
B	Internship Maintenance Costs						
1	Housing Burkina Faso				12		CILSS
	Housing Niger				12		CILSS
3	Housing Mali				12		CILSS
4	Utilities (for 3 locations at \$200 per month)				12		CILSS
5	Incidentals Stipend @ \$100 per week	6	interns		12		CILSS

6	Health Subsidy	6	interns		3		CILSS
7	Program Advisor (cost share role with CORAF)	1	advisor		12		CILSS
8	Telecommunications	6	interns		12		CILSS
	Sub-Total						
C	Travel Costs Specific to Interns						
1	Multiple-Entry Visa and Associated Fees	3	interns		1		AF-LEAD
2	Flight Subsidy to Ghana (50% of round-trip ticket)	3	interns		1		AF-LEAD
3	Flights within West Africa	6	Tickets				AF-LEAD
	Sub-Total						
D	Program Coordination						
1	Logistical Arrangements and Management Fees for 12 months	6	interns		12		CILSS
	Sub-Total						
	Total Budget						